



FIRE EFFICIENCY & PRODUCTIVITY FORUM (FEPF)

Terms of Reference

Purpose

1. The Fire Efficiency and Productivity Forum brings together representatives from across the fire sector to work towards common goals of improving understanding of efficiency and productivity in the fire sector in England and supporting and monitoring the implementation of improvements.
2. The overarching aim of the Forum is to influence decision-making by providing robust, evidence-based assessments of the implementation of efficiencies and productivity improvements, and the scope and opportunities for future efficiency gains and productivity improvements in the fire sector in England.

Objectives of the Forum

3. To support greater efficiency and productivity in the fire and rescue sector in England by:
 - a. improving the evidence base on efficiencies and productivity improvements implemented by the sector since 2016, and future progress in achieving the 3% productivity target committed through SR21
 - b. assessing the success of efficiency and productivity initiatives, including identifying what works and the barriers that exist
 - c. proposing solutions and enablers to overcome any barriers
 - d. sharing, or encourage sharing of, information on efficiency and productivity improvement work leading production of a robust narrative and efficiency savings/productivity improvement estimates to inform future Spending Reviews, including considering efficiency and productivity improvements in previous years as well as forward looking plans for efficiency and productivity activities

Efficiency and Productivity

Efficiency and **Productivity** consider the relationship between service outputs and outcomes, and the resources (inputs) required to produce them. For the purpose of this piece of work, we will be using the following definitions:

Outputs: Measurable activities produced by services such as incidents attended, the reduction of risk in our communities, protection activity and prevention activity (that either the HO or services collect). Further work could be undertaken to ensure that more outputs are collected and measured, and that the links between these outputs and outcomes are better understood.

Outcomes: Direct impacts on public safety resulting from outputs (such as damage from fires, fire-related fatalities/injuries). Fire incidents may be classed as an outcome as well as an output.

Inputs: Quantity of resources used, measured in time and/or cost.

We consider that a service would become more **efficient** if it reduced the quantity of inputs required to produce a given level of outputs or achieve a level of outcomes. Practically, this may involve reducing the amount of activity undertaken which is not related to outputs or proven to have positive outcomes, or delivering the same volume of outputs and outcomes with a reduced level of inputs. For example, being able to achieve the same amount of HFSCs with fewer staff or at reduced cost or reducing the spend on assets and staff in line with risk (for example by assessing shift patterns). It is important that quality is not reduced when seeking efficiencies, so applying quality metrics to outputs could be considered.

We consider that a service would be more **productive** if it were to increase outputs and improve outcomes, given the same level of inputs. This would likely involve doing more measurable activities, better utilising staff time when they are not responding to incidents and investigating whether alternative systems and processes could support staff to provide greater outputs. One of the HO-led projects in the workplan will look at ways to improve this definition and create metrics on productivity.

MEMBERSHIP AND FUNCTIONING OF THE FORUM

Nature of the Forum	The nature of the Forum is one that requests and assesses evidence on efficiencies and productivity, puts forward support and challenge across the sector and makes recommendations for change.
Authority of the Forum	The Forum has no powers to mandate cooperation from the sector and will instead operate by relationship building and the pursuit of mutual benefit. In addition, the Forum is not directed by anyone. It is facilitated by the Home Office but is a collective endeavour.
Governance links	The Forum may make recommendations to other governance bodies as appropriate but does not have the power to mandate action. The forum will align

	with the Police Efficiency & Productivity Board in order to share learning and best practise.	
Members	Director, Public Safety Group, Home Office (Chair) NFCC Chair NFCC Productivity and Efficiency Lead NFCC Finance Deputy Chair LGA Chair of the Fire Services Management Committee (FSMC) LGA Vice Chair of FSMC LGA Deputy-Chair of FSMC LGA Deputy-Chair of FSMC Police, Fire & Crime Commissioner Representative HMICFRS FRS Efficiency Lead LGA official APCC official HO Head of Unit, Police, Fire and CJS HO Head of Unit, Fire Strategy and Reform HO Head of Fire Funding HO Head of Fire & Rescue Analysis and Insight HO Efficiency & Productivity Work Stream Lead	Rachel Atkinson Mark Hardingham Phil Shillito Mark Hemming Cllr Ian Stephens Fiona Twycross Cllr Nick Chard Cllr Keith Aspden Roger Hirst Sarah Mackie Mark Norris Eddie Smithwick Charlotte Bryant Jonny Bugg Emma Lawrence Anna Richardson Harsha Thaker
Meetings	<p>The Forum will meet quarterly, although it has the flexibility to convene ad hoc meetings, and cancel and postpone meetings as required by business needs.</p> <p>The Secretariat will be provided by the Home Office. The secretariat will make the necessary arrangements for each meeting such as setting the agenda and provision of papers etc.</p>	
Meeting agendas	<p>The agenda will include updates on the agreed programme of work, and will also routinely include, but not be limited to, the following items:</p> <ul style="list-style-type: none"> • updates on actions previously agreed • items requested/reports by forum members • reporting from/to other governance boards • specific efficiency and productivity projects or topics including e.g. invited representatives from local fire and rescue services to discuss specific case studies • amendments to work programme • preparation of narrative and efficiency and productivity estimates for Spending Reviews. 	
Reporting	<p>As the Forum is not a decision maker there will be no formal minutes taken. But the secretariat will produce a record of key discussion points and actions from each meeting.</p>	

Outputs	<p>A key output from the Forum will be improving the narrative on efficiency and productivity savings to inform future Spending Reviews, as well as providing numerical estimates for the scale of productivity and efficiency improvements. This work will likely include looking at both past efficiency gains, and potential areas for further gains.</p> <p>Other outputs are likely to develop out of the work programme and these might include: case studies of efficiency and productivity improvement activity; recommendations of invest to save opportunities; tools/reporting templates to support the monitoring and verification of progress in delivering efficiency and productivity gains.</p>
Terms of Reference	<p>These Terms of Reference will be subject to review on an annual basis. If they could be additionally considered by exception if required by a member.</p>

Efficiencies and Productivity Workplan

This workplan identifies the initially proposed areas of work that could be undertaken, which should be further discussed by members of the forum.

Activity	NFCC lead	Inputs	Output	Outcome	Date
NFCC Lead					
Collation and review of current NFCC/LGA projects related to efficiency and productivity.	Phil Shillito	NFCC FRS	Summary of current work across the sector to feed into the forum. Forum workplan may need to evolve to reflect this work.	Clear measurement of how much efficiency and productivity achieved or on target to achieve x%	January 2022
Data review. Forum to consider and agree what further data/evidence is required to measure efficiency and productivity.	Efficiency & Productivity Working Group		Paper to the forum	Identification of data gaps and how to address those	2022 TBC

Mapping of collaboration work		NFCC (HO support)	Matrix setting out collaboration activities across FRSs. Includes estates sharing, wider non-operational services co-responding, assisting other public sector bodies.	Example of % efficiencies and productivity achieved due to collaborative activities	2022 TBC
HO Lead					
Define and measure productivity and efficiency in fire and rescue services and identify data/evidence gaps which would improve these.		HO	Intention to commission an external organisation to produce a report of publication standard.	Clear definition of efficiencies and productivity that would be become the basis for how to measure changes going forward.	March 2022
Consider the benefit of analysis of existing, centrally held data, including the IRS, Home Fire Risk Checks and Fire Safety Audits).		HO	Scoping work to establish whether analysis of existing data would add to the evidence on productivity and efficiency – this could include; the length of time individuals spend doing different activities (and the number of them) based on IRS and other national data. and the utilisation of different stations.		2022 TBC
Joint Lead					
Review of other reports currently available including; (1) existing	Justin Johnson	NFCC FRS	Forum to consider the reports and take a view on (1)	Best practice that could be applied	January 22 (TBC)

crewing/shift arrangements (NFCC work led by Justin Johnson); (2) the report by Dan Stephens about productivity in FRSs in Wales; (3) HMICFRS' State of Fire & Rescue 21 and tranche 1 service reports.		HO	what do they tell us about efficiency and productivity of different crewing arrangements/shift patters and (2) do we think the report on Welsh FRS has applicability in England and is there value in replicating the exercise?	across England FRS	
Commercial/Procurement An understanding of savings delivered by the procurement hub (FRS) and a basket of good exercise to assess prices for commonly purchase items.		NFCC HO	NFCC procurement hub – progress to date and future plans. Basket of goods exercise	How services are procuring goods and services – comparison of savings made to date	2022 TBC
FRS activity review – review of wholetime/RDS and green book outputs.		NFCC FRS HO	An understanding of activities undertaken by WT, RDS and green book staff.	Clarity on how FF spend their time and how to increase productivity	2022TBC
Data review. Forum to consider and agree what further data data/evidence is required to measure efficiency and productivity	Efficiency & Productivity Working Group	NFCC HO	Paper to the forum	Identification of data gaps and how to address those	2022 TBC